MULTIMEDIA UNIVERSITY

STUDENT IDENTIFICATION NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2, 2016/2017

BAC2694 – MANAGEMENT CONSULTANCY

(All sections / Groups)

27 FEBRUARY 2017
9.00 a.m – 12.00 p.m
(3 Hours)

INSTRUCTIONS TO STUDENT

1. This Question paper consists of 3 pages with 4 Questions only.

2. Attempt **ALL** questions. All questions carry equal marks and the distribution of the marks for each question is given.

3. Please write all your answers in the Answer Booklet provided.

QUESTION 1

a) Danny is working as a business consultant for his sister's company, Clorets Sdn Bhd for one year. After the job completed, his service will be terminated. Advise Danny on how to maintain his independent while performing his consulting service in Clorets Sdn Bhd.

(10 marks)

b) Identify THREE (3) forms of consulting contract.

(6 marks)

c) Explain TWO (2) reasons why consultant does not have to be involved in implementation stage of consulting process. Then, explain SEVEN (7) tactical guidelines that may be employed by consultants to introduce changes in clients' work methods.

(9 marks)

(Total: 25 marks)

QUESTION 2

Nexus Printing Sdn Bhd is one of the pioneer Bumiputra companies providing design and printing services. Nexus has penetrated the local market with its services since year of 2000. This company has never had anyone formally provide any training before, but the owner, Mr Danish wants to make sure people have the skills they need, and he also wants to promote the company as a leading organization in order to attract more staff.

Therefore, Mr Danish has hired a team of independent management consultants to advise him on this matter. The following information is gathered by the team during preliminary diagnosis:

Sales team:

- The organization has a sales team where sales people provide service to existing customers who come to them for high end printing and design work for catalogues, brochures, posters, letterhead and Web sites. They also market services to new clients around the globe.

- Based on conversation with the sales staff, someone mentions that they would love to take course on marketing. Most of sales staff started in other areas of the company (design, printing or production areas) and have had no formal sales training. In addition, there is no formal marketing role in the organization, except what is offered by the sales team and some support through senior designer.

- A support staff person mentions that she would really like an English course, because although her conversation skills are developing, she does not have the technical background in the industry, and she finds that she is struggling now that she has to answer customer calls. She has been speaking English for about two years.

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Technical team:

- There is also a technical team consisting of computer analyst and a networking specialist. These people keep the systems operating. There are also several graphic designers on this team who create artwork and design for clients in the form of Web sites and paper based promotional materials.

- One of the designers mentions that there is a new software package installed on their machines but no one has the time to figure out how it works yet. They know that the software will help make them more effective and gives them the ability to do more creative and cutting edge work. Usually one of the team will figure out a new program and teach the others. Lately, they have been so busy that having the time to figure out the program has been impossible.

Production team:

- There is also a production team who produces the print materials like manuals, books, brochures and others. Part of the staff on this team works within a small call centre environment where they can take orders, answer quick customer questions, or direct them to the appropriate sales or design staff.

Required:

a) Identify FIVE (5) issues known.

(10 marks)

b) What training would be nice to have? Recommend with at least THREE (3) types of training.

(6 marks)

c) Define 'benefits to the clients'. Then, explain FOUR (4) forecasting benefits to Nexus Printing Sdn Bhd after the training completed.

(9 marks)

(Total: 25 marks)

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QUESTION 3

a) One of the key elements of a Quality Assurance programme is people management. It is an essential to quality management to ensure the continuous quality improvement achieved in consulting assignment. The application of personnel policies, knowledge management, training, development and coaching provides a vehicle in taking corrective action and addressing client satisfaction. Identify EIGHT (8) methods to enhance the quality in people management.

(8 marks)

b) It is an essential for a consulting firm to align knowledge management programme with firm's objectives. Discuss on how to implement knowledge management programme in consulting firm.

(17 marks)

(Total: 25 marks)

QUESTION 4

a) New consultants are trained using a variety of methods such as case studies, practical exercise and role-playing. The most popular training method among consulting firm is role-playing. Identify SIX (6) kinds of consulting process which can be benefited over the role-playing exercises.

(6 marks)

b) Discuss SEVEN (7) learning methods for consultants to further develop their profession.

(14 marks)

c) List FIVE (5) factors to determine consultant's compensation.

(5 marks)

(Total: 25 marks)

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